**Mental Health Risk Assessment: example**

All productions have a legal duty of care to prevent stress and mental health issues in their workers – and to assess the risks.

A mental health risk assessment is used to identify potential stressors (hazards) associated with poor mental health, and their risk levels, so an action plan can be created to help prevent stress and burnout.

Use this example for your production, to identify the issues, the risk levels and decide which [**Toolkit actions**](https://wholepicturetoolkit.org.uk/) can help address them. It’s structured around six Health and Safety Executive Management standards on stress but isn’t comprehensive as stressors are unique to each production.

For guidance on how to complete an MHRA:

* See our Toolkit guide: [**Create a Mental Health Risk Assessment**](https://wholepicturetoolkit.org.uk/pre-production/create-a-mental-health-risk-assessment/).
* Download our [**template**](https://wholepicturetoolkit.org.uk/app/uploads/2023/09/MHRA-template.docx) to start a risk assessment for your production.
* Use the desktop version of Word (rather than browser) for the best editing experience.
* For any suggestions to improve this template, or any part of the Toolkit, we’d love to [**hear from you**](https://surveys.hotjar.com/25003442-e9a4-4aef-82b5-c0c7ecf9d920).
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**Using this template**

1. Under each work area, number each issue and describe the hazard. (Be aware of including personal data, and comply with GDPR rules).
2. Classify each issue by risk level, as: red **A**, amber **B**, or green **C** – based on probability and severity – using the table below.
3. Determine any control measures that should be taken, to mitigate risk levels, by outlining specific actions.
4. Classify each risk level if the actions were to be completed.
5. Allocate any roles or responsibilities, and a date for completion.
6. Routinely review your risk assessment, and the risk levels following the completion of actions.

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| **Risk classification levels** |
| **A** | Significant risk | Situation is dangerous or unsafe. Stop the activity! |
| **B** | Moderate risk | Activity can continue, providing controlling factors are reliable. |
| **C** | Insignificant risk | No action necessary. |

**Add: [Production name] [Completed by] [Date]**

**Work area 1: Demands**

Includes risk areas such as:

* Workload
* Work patterns
* The work environment

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| Issue number | Hazard identified | Risk level – no controls | Proposed control measures and actions | Risk level– with controls | Person responsible | Date completed |
| 1 | High volume of work, e.g. in production department |  | * Consider additional resource for peak times
* Ensure priorities are communicated and reviewed regularly
* Consider staggering work times – some people in early, others later
* Re-assign tasks to less busy crew
* Have defined support routes for anyone struggling with pressure, e.g. FTVC helpline, on-set presence, HR, Mental Health First Aider (MHFA) etc
* Training for stress management techniques
* Approachable management and ‘no blame’ culture
* Lead by example, take breaks and avoid excessive hours, e.g. can the call sheet be issued from someone who has gone home?
 |  | Head of production: Name |  |
| 2 | Remote working location |  | * Restrict hours of work
* Regular crew check-in plan by defined people
* Have defined support routes for anyone struggling with pressure, e.g. FTVC helpline, on-set presence like a trained counsellor, or a wellbeing facilitator, production HR, MHFA etc
* Activity plan and timetable
* Mental health awareness training, including making a personal plan for resilience
* Provide peer network
* Ensure best communication methods are open to crew, e.g. provide high-speed internet where possible
* Rota crew to reduce time spent away
* Encourage communication or visits from friends or family
* Use ‘[Working Well with Me’](https://wholepicturetoolkit.org.uk/app/uploads/2023/09/Working-Well-With-Me-template.docx) template to prewarn of any existing issues and tailor support accordingly
* Make sure healthy food is available
* Access to healthy leisure activities on rest days, e.g. gym, sports, movie nights
 |  | Producers |  |
| 3 | Issues with physical working environment (temperature, light, ventilation etc.) |  | * Make physical adjustments where necessary – enable staff to adjust lighting, temperature, ventilation
* Ensure hazards are controlled
* Encourage rest/lunch breaks
 |  | Producers/UM/LM |  |
| 4 | Problems with psychological working environment (verbal abuse, threat of violence, poor management etc.) |  | * Have a bullying, racism and harassment policy
* Encourage all staff to report issues to designated person
* Fully investigate complaints
* Ensure support is signposted adequately
* Consider training for managers in how to handle complaints
 |  | Producers  |  |

**Work area 2: Relationships**

Includes risk areas such as:

* Bullying and harassment
* Conflict
* Management style

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| Issue number | Hazard identified | Risk level – no controls | Proposed control measures and actions | Risk level– with controls | Person responsible | Date completed |
| 1 | Low morale |  | * Promote a positive culture of trust
* Find ways to celebrate success (e.g. rewards, bonus, crew lunches, coffee truck, ice cream van)
* Ensure HoDs know how to praise crew
* Pass on praise from senior management
 |  | Producers |  |
| 2 | Crew feel bullied, harassed or excluded |  | * Ensure all crew members feel empowered to speak up and raise concerns, and know that action will be taken
* Check all managers know how and when to attempt to resolve complaints themselves or escalate them
* Use a bullying, racism and harassment policy, communicate it to all teams and stick to it
* Investigate and act upon any or all reports of bullying and harassment, including asking the target what their needs are and meeting those needs where possible
* Include the bullying and harassment policy in deal memo
* Consider training, e.g. diversity and equality, active bystander, mediation and safeguarding
 |  | Producers |  |
| 3 | Lack of support or fear about raising issues |  | * Encourage positive and constructive conversation at all levels
* Create a procedure for crew to raise issues
* Investigate all issues and take appropriate action as soon as possible
* Share information about the Bullying Advice Service
* Consider employing a wellbeing facilitator as an independent third party to help address issues raised
 |  | Producers/UM/LM |  |
| 4 | Poor relationships/ongoing grievances between team members |  | * Discuss problems openly with individuals at an early stage
* Check skills of management or provide management coaching
* Ensure grievance policies include a process that can be followed and have defined personnel to deal with issues, such as a producer
* Consider mediation training for managers
 |  | Producers |  |

**Work area 3: Support**

Includes risk areas such as:

* Encouragement
* Sponsorship
* Resources provided by the industry, production, line management and colleagues

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| Issue number | Hazard identified | Risk level – no controls | Proposed control measures and actions | Risk level– with controls | Person responsible | Date completed |
| 1 | Crew feel unable to raise issues/concerns |  | * Set the tone early in the production, be open and destigmatise mental health problems
* Ensure all crew know how to raise concerns and who to raise them with
* Hold a senior team wellbeing briefing and agree your production values
* Consider employing a wellbeing facilitator as third party to help
 |  | Producers |  |
| 2 | Crew feel unsupported in the workplace |  | * Ensure all crew know who they can discuss issues with if their HoD or supervisor cannot or will not help
* Ensure all external support agencies are communicated to crew – for example, The Film and TV Charity Support Line, Bectu, MHFAs/counsellors any HR function
* Freelancer Wellbeing Hub
* Use the call sheet to re-iterate support routes, include Employee Assistance Programme details if you have one or provide access to a therapist or psychologist
* Provide training early for crew who wish to support other crew – either mental health awareness, MHFA,

i-act etc |  | Producers |  |
| 3 | Lack of support for those with disabilities or mental ill health |  | * Use the ‘[Working Well with Me template’](https://wholepicturetoolkit.org.uk/app/uploads/2023/09/Working-Well-With-Me-template.docx) to see what specific support is required for a crew member
* Seek advice from FTVC, HR, Occupational Health, Health and Safety Officer
* Support/inductions for those returning to work after long absence
* Regular check-ins with those most at risk
* Provide access to a trained counsellor
 |  | Producers/UM/LM |  |
| 4 | Harrowing content and vulnerable contributors could cause triggers |  | * Allow opt-out for certain scenes
* Communicate trigger warning on call sheet
* Provide onset counselling or clinical support
* Communicate early with crew about the content and how it will be portrayed
* Debrief with crew after the scene or production
* Consider training for those (including hair and make-up, runners) who are in direct contact with contributors/front of camera, e.g. vulnerable contributors, boundaries training
* Check in with crew for a period to ensure they are supported
 |  | Producers |  |

**Work area 4: Role:**

Includes risk area:

* Does the crew understand their role on the production and how they are being supported?

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| Issue number | Hazard identified | Risk level – no controls | Proposed control measures and actions | Risk level– with controls | Person responsible | Date completed |
| 1 | Crew stepping up  |  | * + - * Consider having a mentor available
			* Consider a management coach for stepping up crew
			* Make sure the culture is not one of blame
			* Regular check-ins for stepping up crew
			* Ensure support routes are defined and communicated for crew that are stepping up
 |  | Producers |  |
| 2 | Lack of clarity over line management |  | * Ensure reporting lines are outlined
* Provide a clear production structure/hierarchy
 |  | Producers |  |
| 3 | A culture that views stress as a sign of weakness |  | * Approachable producers
* Keep communication open between crew and HoDs
* Create some values for the production
* Foster a psychologically-safe environment, where mistakes are treated as learning experiences
* Consider qualified mental health first aid or equivalent trained staff on the ground
 |  | Producers/UM/LM |  |
| 4 | Lack of management expertise/experience |  | * Provide support to HoDs with coaching
* Consider management/leadership training early in Prep
* Regular check-ins
 |  | Producers |  |

**Work area 5: Control**

Includes risk area:

* How much control the crew have in the way they do their work?

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| Issue number | Hazard identified | Risk level – no controls | Proposed control measures and actions | Risk level– with controls | Person responsible | Date completed |
| 1 | Inability of crew to maintain work/life balance |  | * + - * Consider crew when scheduling
			* Consider use of dailies to relieve crew at appropriate times, e.g. family events
			* Encourage HoDs to lead by example
 |  | Producers/ADs |  |
| 2 | Rigid work patterns |  | * Consider varying working conditions, e.g. flexible working, compressed hours, working from home, job sharing if possible
* Prioritise tasks and outline deadlines
 |  | Producers/HoDs |  |
| 3 | Individual considerations |  | * Working Well With Me template
* Encourage open dialogue with direct reports
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**Work area 6: Change:**

Includes risk area:

* How organisational change (large or small) is managed and communicated on the production.

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| Issue number | Hazard identified | Risk level – no controls | Proposed control measures and actions | Risk level– with controls | Person responsible | Date completed |
| 1 | Crew feel unsure about changes happening in the department/ production - and how they may be affected |  | * + - * Keep good communication throughout period of change to prevent gossip
			* Consult with crew at an early stage of transition, explaining what will happen and when
			* Give crew the opportunity to raise their concerns/views
			* Regular check-ins, even when there are no updates, so that crew don’t assume the worst
 |  | Producers/HoDs |  |

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